

WASHINGTON DEPARTMENT OF FISH AND WILDLIFE

Fish and Wildlife Commission
and
Director Philip Anderson

Performance Agreement – Calendar Year 2012

The Fish and Wildlife Commission (Commission) and Director Philip M. Anderson (Director), agree to work together and respect their unique roles and responsibilities. The Executive Performance Elements (Attachment A) will be the primary tool used to evaluate the Director's key competencies.

The Priority Actions (Attachment B) represent the key indicators of the Director's performance that reflect the Commission's general expectations. The priorities listed therein are selected from the Commission approved 2011-17 Strategic Plan and are a focused subset of the highest Priority Actions for 2012. These actions are identified as the Commission's highest level performance outcomes and will be reflected, as appropriate down through the Departments accountability system (e.g., program operational plans and individual staff evaluations).

The Commission and the Director agree to review and update the list of Priority Actions as the need arises in response to budget reductions or significant changes in management direction.

Part I: Roles and Responsibilities

It is recognized that together the Commission and the Director comprise the Department of Fish and Wildlife. The Commission is responsible for the policy governance of the Department within the parameters established by the State Legislature and serves as the public trustee of the state's fish and wildlife resources.

The Director is supervised by the Commission and is responsible for hiring agency staff and managing the Department in a manner that is consistent with statutory requirements established by the State Legislature, state and federal law, and with the policies adopted by the Fish and Wildlife Commission.

The Commission will act as a body, speaking with a unified voice and acknowledges that the strength of the body is derived from the diversity of viewpoints brought together through its decision-making process. The Chair of the Commission is responsible for ensuring that the Commission accomplishes its responsibilities.

Commission committees will be used primarily to gather, discuss, and analyze information relative to policy issues that are anticipated to come before the full Commission. Committees serve as a forum that allows for more informal discussions with staff provided it is coordinated through the Director's Office. Information and data requests made by a committee that will require a significant staff workload will be presented as part of the committee's report to the full Commission and considered through the Commission's "Blue Sheet" process. Committees do not have the authority to make decisions on behalf of the Commission.

The Commission and the Director agree to be mutually supportive, maintain a positive working relationship, and conduct their relationship based on mutual respect while acting in a manner that is consistent with the following principles:

- The Commission and Director will work together as a team in fulfilling the Department's responsibilities of preserving and protecting the state's fish and wildlife resources and providing fish and wildlife related activities for the citizens of Washington.
- The Commission and the Director commit to maintaining a strong working relationship founded in open and candid communication.
- The Commission will focus its attention on policy matters and setting clear performance outcomes for the Director, leaving the Director sufficient flexibility to be agile and utilize his creativity in adapting to changing circumstances.
- Individual Commissioners will communicate their concerns relative to policy matters with the Director. Direct communication by Commissioners with staff members regarding substantive issues will be coordinated with the Director's Office.

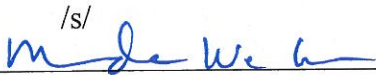
Part II: Communication Actions and Strategies

- The Director's Office will provide a report at each regular Commission meeting that includes updates on current events and emerging issues, and budget and administrative matters.
- The Director's Office will provide the Commission with periodic progress reports on the items contained in the Priority Actions listed in Attachment B.
- The Director and the Chair of the Commission will communicate regularly to ensure that the Commission and the Director's Office actions and activities are supportive of each other and aligned with Commission policy direction and the success of the Department.


Part III: Performance Evaluation Process

- The Commission will conduct an evaluation of the Director's performance of his responsibilities during an executive session of the full Commission.
- The Director's evaluation will be based on the Executive Performance Elements contained in Attachment A and the Priority Actions contained in Attachment B.

Signatures:

/s/ 
Miranda Wecker, Chair

4/12/2012
Date

/s/ 
Philip M. Anderson, Director

3-16-2012
Date

Executive Conduct

Overall Conduct

The Director must assure that no organizational practices, activities, decisions, or circumstances are allowed that are unlawful, imprudent, or in violation of commonly accepted business and professional ethics and practices.

Work Ethic

The Director must act as a role model for staff. The Director is expected to be personally accountable for the accomplishments and shortcomings of the agency. The Director is expected to assume direct responsibility for all aspects of agency leadership.

Strategic and Visionary Leadership

The Director must demonstrate strategic and visionary leadership. The Director is expected to assess and decide the best way to achieve substantial cost savings, while preserving critical functions and increasing agency efficiency. He must lay the foundation for a stronger and more effective and respected agency, by directing the strategic elimination of lower priority activities and the consolidation of effort and energy in higher priority programs.

Problem Solving

The Director should make progress in resolving longstanding problems. The Director is expected to be energetic and creative in looking for innovative means to address priority issues and conflicts among constituent groups. He must actively seek out new ideas and methods that may be brought to bear to advance the agency's mission.

Conservation Ethic

The Director must be motivated by a strong conservation ethic: a determination to place the highest priority on the long-term interests of the resources and their habitat. The interests of the public and specific user-groups are important, but they cannot supersede the welfare of the fish and wildlife populations we are charged with managing. The Director must establish a record of making decisions that will lead to the recovery of depleted resources.

Performance and Accountability

The Director must keep the workforce motivated to pursue excellence. The Director is expected to set high standards for performance and foster a climate in which all employees strive to meet those standards. He is also expected to see that supervisors provide regular positive reinforcement to recognize excellence. He must demonstrate expertise in management techniques that effectively hold employees accountable.

Resource Management Expertise

Scientific Rigor

The Director must work closely with the scientific community in building a defensible scientific basis for resource management. He is expected to have a working understanding of scientific analyses and quantitative methods used to study fish and wildlife population dynamics as well as the health and productivity of habitats.

Integrated Resource Management

The most effective approach to species management considers the full range of factors affecting ecosystem services including predator-prey dynamics, habitat conditions, and socio-economic values. The Director should pursue this approach to maximize effectiveness of service delivery.

Enhance Recreational Opportunities

Within the capability of the land and other resources, enhancement of wildlife related recreational opportunities is among the highest priorities for the agency. A dedicated effort should be made to explore options for enhancing and expanding recreational opportunities.

Maintain the Stability and Economic Well Being of the Commercial Fishing Industry

A dedicated effort should be made to assess, monitor, and enhance the stability and economic well being of the commercial fishing industry.

Collaboration and Communication Competencies

Strengthen and Modernize Communications

Agency communications are a “mission-critical” function that must keep pace with contemporary times. Implementation of a clearly articulated agency communication strategy is a high priority.

Enhance Tribal Relationships

Washington is home to Indian Tribes that in many cases have overlapping authorities and jurisdictions relative to the management of fish and wildlife resources. The Director is expected to maintain and enhance the Department’s working relationships with the tribes and seek to manage resources consistent with joint management plans where appropriate.

Working with Stakeholders

The Director is expected to have a personal manner that works well with constituents from all backgrounds. He must approach his authorities and responsibilities with humility and open-mindedness. He is expected to display an attitude that inspires others to join in collaborative processes, because they are confident of being treated fairly. He is expected to maintain a professional demeanor.

Expand Opportunities with Environmental and Non-Traditional Constituents

Recreationists who do not hunt or fish, but appreciate wildlife, are important constituents for the agency. Surveys have shown that these “non-traditional” stakeholders represent a significant portion of the public in Washington State. Ways to establish new relationships with these constituents and enlist their support should be found.

The Commission endorses the following Priority Actions as policy direction to the Director. The Director is expected to lead the Department in a manner that assures measurable progress toward achievement of these Priority Actions.

Goal 1: Conserve and protect native fish and wildlife

Gray Wolf Management

- Coordinate implementation of the Gray Wolf Conservation and Management Plan with federal, state and local agencies. Emphasis will be placed on wolf recovery, securing funding and developing a strong wolf population monitoring program and coordinated response to human, livestock, and ungulate population conflicts.

Hatchery Reform

- Complete for all Puget Sound watersheds, action plans that systematically implement hatchery reform as part of a comprehensive, integrated (all-H) strategy, including the identification of Wild Stock Management Zones.
- Implement improved broodstock management for hatchery programs consistent with the goal of achieving the HSRG broodstock standards for all hatchery programs by 2015.

Fishery Bycatch

- Assess and improve the accounting of the mortality of nontarget species (bycatch) in priority fisheries and, where necessary, develop strategies to reduce bycatch mortality in recreational and commercial fisheries.

Wildlife Area Habitat Conservation Plan (HCP)

- Revise the draft Wildlife Area HCP based on input from U.S. Fish and Wildlife Service and the National Marine Fisheries Service (the Services). Assist the Services in completing draft and final EIS for the Wildlife Area HCP by December 31, 2013.

Puget Sound Recovery

- Work with the Puget Sound Partnership in prioritizing and implementing Near-Term Actions for which WFDW is lead or has a significant contribution.
- Demonstrate the successful initiation of the implementation of marine and nearshore strategies to protect and restore Puget Sound as a result of the Cooperative Agreement with EPA.
- Improve the compliance and effectiveness of the HPA program in protecting fish life while building credibility among applicants through regulatory certainty and consistency.

Captive Wildlife Facilities Inventory

- Complete a comprehensive statewide inventory of known captive wildlife/animal facilities including locations with mute swans (excluding licensed game farms, wildlife rehabilitators, and AZA accredited entities).

Goal 2: Provide sustainable fishing, hunting, and other wildlife-related recreational and commercial experiences

Selective Fishing

- Work with commercial and recreational fishers, tribes, NOAA, ODFW, legislators, and local communities to develop strategies to begin in 2013 the implementation phase of a mark-selective commercial fishery for hatchery fall Chinook and coho salmon in the lower Columbia River.

Lower Columbia Alternative Gear Study

- Test and report on the effectiveness of at least two types of alternative commercial fishing gear in capturing hatchery salmon and releasing naturally-produced salmon in the lower Columbia River, including estimation of post-release survival rates (Hatchery and Fishery Reform Policy).

Trout, Kokanee, and Warmwater Fishing

- Develop and implement an integrated inland fish stocking and a marketing plan to improve fishing opportunities in our lowland lakes, enhance recreational license sales, and promote economic growth.

Discover Pass Implementation

- Fully implement the investment plan using Discover Pass revenues to achieve improved operations and maintenance at wildlife areas and water access sites by June 30, 2013. Introduce and support legislation during the 2012 session aimed at improving customer satisfaction and revenue generation.

Hunting Reservation System

- Develop a reservation system with a focus on private lands under agreement with WDFW for quality waterfowl, pheasant, and other limited special hunting opportunities by July 31, 2013.

Goal 3: Promote a healthy economy, protect community character, maintain an overall high quality of life, and deliver high-quality customer service.

Community Engagement

- Promote an agency outreach approach in order to increase credibility with our customers, advisory groups, other stakeholders, and the general public (including the Wolf Outreach Plan, the use of social media, the Director's roundtables, and soliciting feedback from stakeholders).
- Implement the Conservation Initiative's Empowerment Strategy in order to continue to foster new and existing local connections and relationships with partner organizations and citizens.

Land Stewardship

- Update the Lands Acquisition Policy and incorporate changes to increase public outreach and coordination with local governments and have broad internal and external review of projects by January 2013.
- Develop a process to identify and develop restoration projects on WDFW Lands, particularly focused on projects that will contribute to salmon recovery. This process will address internal project development, external input and review, public outreach and communication, and identification of compensatory recreational lands. [Initial draft completed by June 30, 2012.]

Puget Sound Land Use Analysis for Local Governments

- Complete watershed characterization assessment for Puget Sound counties to identify areas most important to protect and implement assessment results for local governments in the Puget Sound by June 30, 2012.

Customer Service

- Develop a new effective and efficient interactive licensing system that meets the agency's business requirements and is supported by a vendor who has demonstrated excellent past performance and is committed to adapt to the agency's future needs.
- Collect and evaluate customer feedback on agency quality of service delivery and apply learning to improve services.

Goal 4: Build an effective and efficient organization by supporting our workforce, improving business processes, and investing in technology.

Effective Performance Management

- Develop and implement an effective performance measures tracking and reporting system that includes management review by July 31, 2012.

Improved Enforcement Communication and Dispatch

- Develop three additional RoIP base stations to increase communication/dispatch services between field and WILDCOMMM (Ephrata, La Conner, Walla Walla).

Affirmative Action

- Working in alignment with Department of Personnel, develop an agency affirmative action plan and recruitment strategies to attract diverse applicants.

Supervisor Training

- Develop a draft agency Training Plan that identifies required (mandatory) training, to include a Program-by-Program training matrix.
- Identify and expand low/no cost training and development options to enhance workforce skills maintenance and development.

Safe Working Environment

- Conduct supervisor safety training module and ensure supervisors and managers are equipped with the tools and knowledge they need to ensure a safe and healthful workplace.